

Page Denied

Next 11 Page(s) In Document Denied

27 April 1984

MEMORANDUM FOR: Executive Director
FROM: Senior Women's Task Force
SUBJECT: Career Opportunities for Women

1. As you requested, we reviewed the Directorate and E Career Service responses to your memorandum on career opportunities for women dated 15 March. Quite frankly, we were shocked by the statistics. At the same time, we were encouraged by the apparent willingness of Agency management to take constructive action. We agree with John McMahon that there is a "woeful imbalance which seems to have been perpetuated in the Agency year after year without redress."

2. We are providing a number of immediate and longer-term recommendations to increase the number of qualified women in the Senior Intelligence Service. Lest anyone think there is unanimity among the members of the task force, we should point out that our views vary widely on many issues and on specific remedies. We are in complete agreement, however, that the development of personnel, including women, is a management responsibility, not a women's issue.

3. Our recommendations, therefore, place the responsibility squarely in the chain of command, not in women's committees or management advisory groups. The proposals represent a consensus of the task force and are not overly dramatic. They do, however, suggest a coercive beginning with a monitored continuum.

4. A quote from one of the senior Agency managers bears repeating here, as it seems to capture the spirit of our concerns:

Many successful managers have gained both useful experience and grade as a consequence of early, "high-risk-of-failure" service No one is a sure bet in any assignment. In my experience, given the opportunity, women and minorities also flourish under enlightened management and enrich the Agency with their performance. Frankly, on this subject, I wish management

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would talk less and do more. We already know that we are making a mistake. Coercion can fall away when fairness becomes natural. It is past time to get on.

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Attachment:
Recommendations

Page Denied

Next 4 Page(s) In Document Denied